

SBE: Executive Master in Cultural Leadership

Education and Examination Regulations

Academic Year: 2022-2023

School of Business and Economics

WELCOME

On behalf of Maastricht University, I would like to welcome you to this exciting accredited Executive Master programme, that we are delighted to jointly run with the RA. We are a student orientated research university with a global focus and are extremely proud of this new innovative Executive programme. This is a personally challenging programme, designed to nurture and develop your leadership skills, and foster creative thinking and academic knowledge. Our mission is to train you as the next generation of creative leaders. I am personally very excited about these new relationships, to get to know you all and have the opportunity in sharing in your personal journey over the months ahead.

Prof. Dr. Rachel A. J. Pownall, Programme Director, Maastricht University.

The Royal Academy of Arts provides a unique, 250+ old case study of an artist-run institution situated at the heart of London's art world with a varied portfolio of activities ranging from exhibitions, collections, sales and programming. I am therefore delighted to welcome you to this executive programme which will allow you to critically explore key issues arising in today's arts and culture sectors with the help of a complex and comprehensive case study of cultural leadership in action. It will give you the opportunity to develop an understanding of the mechanisms underpinning the art world and to talk to major players along the way of what I am sure will be a truly exciting and enriching journey for you.

Dr. Marie Tavinor, Programme Director, Royal Academy of Arts.

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SECTION 1 GENERAL PROVISIONS

1 Applicability of the regulations

These regulations apply to the education and exams and examinations of the post-initial master's programme Executive Master in Cultural Leadership hereinafter to be referred to as: 'the programme', and to all participants who are registered for the programme.

The programme is provided by Maastricht University's School of Business and Economics, hereinafter to be referred to as 'the faculty'. UMIO is the executive branch of Maastricht University School of Business and Economics (SBE) responsible for executive programmes and education.

The regulations were adopted by the Faculty Board of SBE, Maastricht University following recommendations of the Programme Committee and the Board of Examiners and following the consent of and in consultation with the Faculty Council. The regulations will take effect on 1 September 2021 for the academic year 2021-2022.

These regulations also apply to participants from other programmes, faculties or institutions of higher education, insofar as they follow components of the programme to which these Education and Examination Regulations of the university apply.

2 Definitions

In these regulations, the following definitions apply:

- **the Act:** the Higher Education and Scientific Research Act [*Wet op het hoger onderwijs en wetenschappelijk onderzoek*, chapter 7, Titles 1 and 2, of which is declared applicable by analogy to the programme, based on Article 7.1 paragraph 2 of the Act];
- **academic year:** the period from 1 September of a calendar year up to and including 31 August of the following calendar year;
- **board of admission:** the board responsible for judging the admissibility of the candidate to the programme;
- **Board of Examiners:** the examination board referred to in Article 7.12, 7.12a and 7.12b of the Act;
- **Canvas:** the learning management system (LMS) used at Maastricht University;
- **component or course:** a study unit of the programme within the meaning of the Act;
- **course guide:** the programme guide which includes further details about programme-specific provisions and information;
- **credit:** a unit expressed in ECTS credits, with one credit equalling 28 hours of study;
- **educational week:** the week in the executive format in which students physically attend module lectures and engage in other learning events.
- **exam (tentamen):** a component of the examination as referred to in Article 7.10 of the Act;
- **examination (examen):** the final examination for the master's programme;

- **examiner:** the person designated by the Board of Examiners to administer exams and to determine the results of such exams;
- **module:** an educational component of the programme, such as a course, practical training or a written paper, etc.
- **participant:** a person who is registered at the university for education and/or to take exams and the examination of the programme;
- **programme:** the post-initial master's programme referred to in Article 1.1 of these regulations, consisting of a coherent whole of study units;
- **practical:** practical exercise as referred to in Article 7.13(2)(d) of the Act, in one of, however not limited to, the following forms:
 - writing a thesis;
 - writing a paper, creating a technological design or performing another written assignment;
 - performing a research assignment;
 - participating in field work or a field trip;
 - completing an internship;
 - participating in an activity intended to develop certain skills.
- **SBE board:** the Faculty Board referred to in Article 9.12 of the Act;
- **UM:** Maastricht University.

The other terms have the meaning given to them by the Act.

SECTION 2 ADMISSION

2.1 Language requirement for non-Dutch diplomas

Persons who meet the requirements referred to in article 2.2 are eligible for admission to the programme.

2.2 Admission requirements

1. The following persons are eligible for admission to the programme:

I. those who have obtained a bachelor's or master's degree of scientific education or higher professional education equivalent (in Dutch: HBO degree). For enrolment they must submit a minimum of a Bachelor's degree;

II. those who possess the knowledge, understanding and skills on the level of a bachelor of scientific education;

And

- a. submit the completed application form; and
- b. submit a copy of a valid passport or ID-card; and
- c. submit a passport photo; and
- d. submit a curriculum vitae; and
- e. submit two references according to the standard format provided.

2. Beside the requirements as mentioned in article 1, the following specific requirements apply:

- a cover letter providing evidence of a visible commitment and interest in the arts and cultural sectors.
- a minimum of five years relevant working experience, at the discretion of the admissions board.
- Students must demonstrate proficiency in the English language, assessed during the interview stage.

2.3 Board of Admission

1. The board of admission for the programme is responsible for assessing eligibility for admission and issuing the certificate of admission to the programme. The board of admissions consists of:

- a member, also the Chair, appointed from professors who are responsible for the programme curriculum;
- a member appointed from other academic staff responsible for the programme curriculum. This may be from another UM faculty, such as FASoS and/or Law faculty.
- A member from the Royal Academy of Arts.

2. The Programme Director appoints the members of the Board of Admission.

SECTION 3 CONTENT AND STRUCTURE OF THE PROGRAMME

3.1 Aim of the programme

1. The programme is intended to provide the participant with:
 - Specialized knowledge, skills and understanding in the field of cultural industries and arts and arts business management and attainment of the exit qualifications referred to in the second paragraph;
 - Preparation for professional practice as a business leader or in the field of private or public institutions;
 - Preparation for the researcher programme in the field of arts and the creative cultural industries;
 - Behavioural norms applicable during the study and within academia.

(1) Knowledge and insight

Graduates are able to develop insights based on academic knowledge in a self-directed manner.

(2) Academic attitude

Graduates are able to demonstrate an academic attitude.

(3) Global citizenship

Graduates are able to actively engage in the global community in a globally responsible manner.

(4) Interpersonal competences

Graduates are able to demonstrate excellent interpersonal competences in an international professional setting.

2. A graduate of the programme:
 - has profound knowledge and understanding of the arts and cultural industries field, in particular, cultural leadership;
 - has thorough knowledge of a speciality within the study programme, or thorough knowledge on the interface of the study programme and another field;
 - has the academic skill to identify, formulate, analyse and suggest possible solutions to problems independently in the fields of arts and culture, leadership and management.
 - has the academic skill to conduct research on arts management and business for the creative and cultural industries and report on it in a manner that meets the customary standards of the discipline;
 - possesses professional and academic skills, particularly in relation to cultural leadership;
 - is capable of applying knowledge and understanding in a way which demonstrates a professional approach to his/her work or profession;

- is capable of communicating conclusions, as well as the underlying knowledge, grounds and considerations, to an audience composed of specialists or non-specialists.

3.2 Form of the programme

This is a full-time programme.

3.3 Language of instruction

1. The programme is given in English.
2. English texts will be used in the education and exams in English-language programmes.

3.4 Communications and announcement of decisions

1. The Faculty Board, the Board of Examiners and the examiners may use Canvas, the Student Portal and e-mail via the UM account for communications relating to the programme and examinations.
2. The Faculty Board, the Board of Examiners and the examiners may use My UM and e-mail via the UM account to announce decisions.
3. The participants must regularly check his/her university e-mail address, the Faculty website and the digital learning environment. Information disseminated via e-mail, the digital learning environment or the website will be assumed to be known.

3.5 Study load

The programme has a study load of 60 credits (ECTS), with one credit equalling 28 hours of study.

3.6 Content

The programme includes the following eight educational modules and related study loads [see Table of courses in Appendix 2]:

- | | |
|--|-------------|
| 1. Critical Perspectives in Arts and Culture | (5 credits) |
| 2. Art Business and Cultural Management | (5 credits) |
| 3. Collecting and Collections Management | (4 credits) |
| 4. Art and Law | (5 credits) |
| 5. Personal Leadership | (2 credits) |
| 6. Technology and Innovation | (4 credits) |
| 7. Research Methods | (5 credits) |
| 8. Exhibitions and Events | (4 credits) |

In addition:

- Each of the educational courses will include a Cultural Leadership Special Lecture (8 credits).
- Students must complete a thesis (16 credits).

- One study trip (2 credits).

3.7 The examination

The examination can consist of the following components:

- Course assignments
- Reflective learning (Pass or Fail)
- Thesis
- Class participation
- Panel debate.

3.8 Learning Goals

All education programmes at SBE must align with the SBE mission by adhering to the following learning goals, as specified in the Assurance of Learning (AoL).

Knowledge & Insight

Academic Attitude Global Citizenship

Interpersonal Competences

MA Learning Goals

Graduates are able to develop insights based on academic knowledge in a self-directed manner

Graduates are able to demonstrate an academic attitude

Graduates are able to actively engage in the global community in a globally responsible manner

Graduates are able to demonstrate excellent interpersonal competences in an international professional context

SECTION 4 EDUCATION

4.1 Courses; composition; actual design

1. For the programme components, courses are given with the study load stated in Article 3.6.
2. The education is given in the form of classes, study groups, practical training, lectures, individual supervision, coaching or otherwise. On average, the participant has 30 hours of face-to-face time per month, but this can differ per period. For further details, please see the appendix (table with overview).

4.2 Prior knowledge; entrance requirements

Subject to the provisions in the first paragraph, the desired prior knowledge to successfully participate in each course is indicated in the course manuals.

Prior knowledge is evaluated and assessed during the admission process.

4.3 Course registration

The participant may participate in a course after he/she has timely registered for it.

4.4 Attendance and best-efforts obligation

The participant must participate in at least 80% of the programme activities in order to be able to qualify for the final certificate. If the participant fails to participate in 80% or more of the programme activities s/he may be denied completion.

4.5 Practicals

Some courses include a practical element in accordance with the given specifications regarding the nature and scope of the participant's activities.

4.6 Handing in Papers

Students are required to submit assignments via Canvas .The assignment will be checked for plagiarism.

SECTION 5 ASSESSMENT

5.1 General

1. During a course, the participant will be tested for academic merit and the extent to which the participant has sufficiently achieved the stated learning objectives.
2. The course manual describes the achievements the participant must make to pass the course and the criteria on which the participant is assessed.
3. The Rules of Procedure at Exams describe the assessment procedure.

5.2 Grades

1. Grades are awarded, by means of a whole or a half grade, on a scale of 1 to 10, or qualified as a pass/fail in accordance with this article.
2. The participant must receive an overall final grade of 5.5 or higher (or a pass) to pass the module.
3. In the circumstance that a participant fails a course they are allowed to take a resit.
4. Inability to determine result or grade, results in a 'No Grade'.

5.3 Written assignments

1. The Course Leaders may draw up guidelines for formulating written assignments. The guidelines (including more detailed rules on the format, content, time schedule and assessment of the thesis) will be included on the relevant section in Canvas.
2. The post-initial master's thesis/final project will be assessed by two examiners (the relevant adviser and a second evaluator, at least one of whom is affiliated with the programme for which the participant is registered).

5.4 Period of validity

1. Exams and examinations which have been passed are valid for an unlimited period, unless the student's knowledge, insight or the skills that were examined are demonstrably outdated. With regard to the latter, the SBE Board may decide whether results are demonstrably outdated and can limit the validity of results and may require (an) additional(s) or alternative examination(s).
2. If exceptional circumstances apply as referred to in Article 7.51 paragraph two of the Act, the period of 5 years in paragraph one will be extended by the duration of the financial support a student would receive from the profiling fund.
3. Partial grades remain valid in the academic year. If personal circumstances beyond the control of the individual occur, the Board of Examiners has the right to extend this period of validity.

5.5 Retention period for assignments

1. The exercises, answers and the evaluated work of the written assignments will be retained in paper or digital form for two years after the exam/examination result is determined.
2. The final projects/theses and the evaluation of these will be kept for at least seven years after the evaluation.

5.6 Fraud and Plagiarism

1. 'Fraud', including 'plagiarism', means actions or omissions by a participant which make it impossible in whole or in part to properly evaluate his/her knowledge, understanding and skills.
2. 'Plagiarism' means the presentation of ideas or words from one's own or someone else's sources without proper acknowledgment of the sources.
3. If the Board of Examiners determines that a participant has engaged in fraud with respect to an exam or exam component, the Board of Examiners can take appropriate measures.
4. Section 7 includes further provisions about what constitutes fraud and which disciplinary measures the Board of Examiners can impose.

SECTION 6 EXAMINATION

6.1 Assessment

1. The Board of Examiners determines the result and date of examination and issues the certificate as referred to in Article 6.3 as soon as the participant has satisfied the requirements for the examination programme.
2. Prior to determining the result of the examination, the Board of Examiners may conduct their own investigation of the participant's knowledge regarding one or more components or aspects of the programme.
3. To pass the examination and receive the certificate, the participant must also have been registered for the programme during the period that the examinations were taken.
4. A certificate may only be issued after it has been shown that the participant has satisfied all the obligations, including paying the fees.
5. The last day of the month in which the participant satisfied all the examination obligations will be considered the examination date (graduation date).

6.2 Degree

Participants who have passed the examination will be awarded the degree 'Master of Arts'.

6.3 Certificate and statements

1. As proof that the examination was passed, the Board of Examiners issues a certificate, after it has been stated by or on behalf of UM's Executive Board that the procedural requirements for receiving the certificate have been met. The certificate is based on the model that UM's Executive Board has adopted. One certificate will be issued per programme, even if the participant completes several programmes.
2. The certificate that the examination has been passed also indicates:
 - a. the names of the institutions;
 - b. the name of the programme;
 - c. the examination components;
 - d. the degree awarded;
 - e. the date on which the programme was most recently accredited or was subjected to the new programme test;
 - f. the name of the Royal Academy of Arts, who co-hosts the programme.
3. Participants who are entitled to the issuance of a certificate may, stating reasons, ask the Board of Examiners not to do this yet.
4. The certificate is signed by the chair of the Board of Examiners and the faculty dean.
5. The certificate is awarded in public, unless the Board of Examiners decides otherwise in exceptional cases.
6. The Board of Examiners includes a diploma supplement as referred to in Article 7.11(4) of the Act with the certificate. This diploma supplement is based on

the model adopted by UM's Executive Board, which is in compliance with the agreed European standard format.

7. Participants who have passed more than one exam and who cannot be issued a certificate will upon request, receive a statement issued by the Board of Examiners which indicates the exams which they passed.

6.4 Grade point average (GPA)

1. The diploma supplement referred to in Article 6.3(8) indicates the final grade point average (GPA), to provide a reflection of the participant's academic performance.
2. The weighted average score (GPA) determines the final grade.

6.5 Passing with (highest) distinction / (Summa) Cum Laude

1. If a participant has given evidence of exceptional competence within the programme, the Board of Examiners may decide to award the degree classification 'Cum Laude or Summa Cum Laude' and have this degree classification stated on the degree certificate.
2. The exam is passed with Cum Laude if the participant has obtained a weighted and not rounded average score of at least 8.0 for all final grades within the examination on condition that no resit assessments or examinations have been taken and no fails or a 'no grade' (NG) have been obtained. The minimum requirement for the thesis or professional project is a grade 8.0.
3. The exam is passed with Summa Cum Laude if the participant has obtained a weighted and not rounded average score of at least 9.0 for all final grades within the examination on condition that no resit examinations have been taken and no fails or a 'no grade' (NG) have been obtained. The minimum requirement for the thesis or professional project is a grade 9.0.
4. Participants who committed fraud/plagiarism and whose examination is completely or partially declared void or annulled are excluded from the (Summa) Cum Laude degree classification.
5. Any exemptions granted are not taken into account in determining whether the programme is passed with distinction.
6. The minimum credits required in order to determine whether the programme is passed with distinction are 58.0 credits.

6.6 Right of appeal

1. When a decision by the examiner and the Board of Examiners is announced to a participant, the participant will also be notified of the right to file an appeal to UM's Complaint Service Point within six weeks after the decision is announced.
2. Participants may file written appeals against decisions taken by the Board of Examiners or examiners under these regulations. The participant must file the appeal to UM's Complaint Service Point within six weeks after the decision is announced.
3. The appeal must include the following:
 - a. the participant's name and address;
 - b. the filing date;
 - c. a description of the grounds for the appeal;

- d. the participant's signature.
4. The written decision appealed form must be enclosed with the appeal.
 5. The Board of Appeal for Examinations (Board of Appeal) has authority within UM to handle the appeal.
 6. The provisions in Article 7.61 paragraphs 2 to 6 and Article 7.62 of the Act apply by analogy to the handling of the complaint/appeal.
 7. If the Board of Appeal finds that the Board of Examiners/examiner must take a new decision, the participant may file an appeal in civil court against the revised decision, as well as against the Board of Appeal's decision. *This appeal must be filed with the competent court in Maastricht, unless the participant is a natural person residing in the Netherlands. In that case, the court where the participant's residence is located will have jurisdiction.*

SECTION 7 COMMENT, RIGHT OF INSPECTION AND OBJECTION PROCEDURE

7.1 Comment procedure

(General) Comments (e.g. unclear questioning, ambiguous multiple choice answers, remarks on given assignment) regarding written examinations with open and/or closed questions (Multiple Choice) or parts thereof have to be submitted to the course coordinator according to the rules as published in the Student Portal.

7.2. Right of inspection and objection procedure

1. The right of inspection comprises that, within ten (10) working days after the official publication date of the grade on Canvas, students will be given the opportunity to inspect:
 - their assessed written examination or written part of an examination;
 - the examination (e.g. written examination, multiple choice, assignments) itself within the framework of the study materials and learning goals of the educational unit concerned; and
 - the norms applicable to the assessment thereof.
2. The course coordinator will timely provide the opportunity and information regarding to the inspection date, time and location on Canvas.
3. Objections regarding the individual examination have to be submitted in writing during the inspection, according to the instructions communicated by the course coordinator.
4. The course coordinator must react on each submitted objection within a reasonable period of time.
5. Within the given period of time, as stated in under paragraph 1 of this article, a student will be given a second opportunity to exercise the right of inspection, provided that the student can demonstrate the inability to exercise this right in the first instance due to circumstances beyond the student's control. The student must have reported the inability with due rapidity to the course coordinator, however in any case within 5 days after the course coordinator provided the inspection information.

SECTION 8 EXCEPTIONS

8.1 Authority and Maximum

1. The Board of Examiners is authorised to grant students exemptions from examinations, provided that the student can demonstrate the successful completion of an examination for a university or higher professional education study programme which was similar in terms of content and level.
2. A maximum of 13 ECTS credits of exemptions can be granted within the Master's exam.

8.2 No Grades awarded

No grades will be awarded for the examination from which the student has been granted exemption. Consequently, no grades will be published on the Student Portal and listed on the student's (final) transcript for educational units the student has been granted exemptions from the Board of Examiners.

8.3. Exemptions and the Grade Point Average (GPA)

Exemptions do not constitute a part of a student's GPA.

SECTION 9 FRAUD

9.1 Fraud and plagiarism

1. If the Board of Examiners determines that, with respect to an exam or exam component, a participant:
 - a. has possessed impermissible resources, texts or notes or has utilised impermissible electronic resources and/or communications;
 - b. has communicated or attempted to communicate with another participant verbally or through gestures without permission from an invigilator, examiner or Board of Examiners member;
 - c. has copied or attempted to copy from another participant, or has provided the opportunity to copy;
 - d. has posed as someone else or allowed this to occur;
 - e. has deliberately misled, or at least attempted to mislead or provided the opportunity to mislead, the Board of Examiners marker, examiner or invigilator with respect to the exam,

the Board of Examiners may impose one of the disciplinary measures referred to in paragraph 4 of this Article.

2. If the Board of Examiners determines that a participant has engaged in plagiarism with respect to an exam or exam component, including if the participant:
 - a. has used or copied from his/her own or someone else's texts, information, ideas or thoughts without proper acknowledgment of sources;
 - b. has presented the structure or main ideas from third-party sources as his/her own work or ideas;
 - c. has not clearly indicated in the text, for example, through quotation marks or a specific design, that verbatim or nearly verbatim quotes have been used;
 - d. has paraphrased the substance of his/her own or someone else's texts without proper acknowledgment of sources;
 - e. has copied visual, sound or test materials, software or program codes from others without proper acknowledgment of sources, thereby giving the impression that these are his/her own work;
 - f. has copied work from other participants and passed this off as his/her own work;
 - g. has submitted work or papers which have been obtained from third parties or which have been written – for payment or not – by someone else, and has passed these off as his/her own work,

the Board of Examiners may impose one of the disciplinary measures referred to in paragraph 4 of this Article.

3. If the Board of Examiners determines that a participant has otherwise committed fraud with respect to an exam or exam component, the Board of Examiners may impose one of the disciplinary measures referred to in paragraph 4 of this Article.

4. In the cases referred to under paragraphs 1, 2 and/or 3, the Board of Examiners may declare the result of the exam in question completely or partially invalid, as well as impose the following disciplinary measures:
 - a reprimand/official warning;
 - barring the participant from sitting for one or more exams for the programme for a period of at most one year.
5. Before imposing an appropriate disciplinary measure, the Board of Examiners will give the participant in question the opportunity to be heard.
6. If fraud is found, this will be noted in the participant's concerned dossier.
7. If, after investigation, it is ultimately determined that the participant concerned did not commit fraud, the names will be removed from the correspondence about the alleged fraud and the correspondence will not be included in the participant's concerned dossier.
8. The Board of Examiners does not grant any exemption based on study results attained outside the participant's own programme which were obtained during the period in which the participant was barred from sitting for exams for the programme on account of the fraud committed.

SECTION 10 TRANSITIONAL AND FINAL PROVISIONS

10.1 Amendments

1. Amendments to these regulations may be adopted in a separate decision by the Faculty Board, after a recommendation from the programme committee and after consent from or consultation with the faculty council.
2. An amendment in these regulations will not pertain to the current academic year, unless the interests of the participants will not reasonably be harmed as a result.
3. In addition, amendments may not affect, to the participants' detriment, a decision regarding a participant which has been taken by the Board of Examiners pursuant to these regulations.

10.2 Notice

1. The Faculty Board ensures that proper notice is given of these regulations Board of Examiners and any changes to these documents, by, for example, placing such notice on the faculty website, MyUM or the Student Portal.
2. Any interested party may obtain a copy of the documents referred to in the first paragraph from the faculty office.

10.3 Unforeseen cases/safety net scheme

1. In cases not covered or not clearly covered by these regulations, decisions are taken by or on behalf of the Faculty Board, after it has consulted with the Board of Examiners.
2. In individual cases in which application of the Education and Examination Regulations, would lead to manifestly unreasonable results, the Board of Examiners can deviate from the stated regulations in the participant's favour.

10.4 Effective date

This Regulation will come into force on 1 September 2021 and will apply to the academic year 2021/22.

10.5 Evaluation

The SBE Board is responsible for regular evaluation of the education and study programmes for monitoring purposes and if necessary adjustment of the study load of the study programme. The board will, in any case, take the workload for students into consideration.

10.6 Publication of the EMCL-EER and other regulations

1. The SBE Board ensures the publication of the EMCL-EER and other regulations and of all amendments to the EMCL-EER.
2. Up-to-date digital versions of the regulations, rules and guidelines mentioned in section 1 of this Article will be made available on MySBE Intranet.

10.7. Hardship

1. The Board of Examiners is authorised to deviate from the EMCL-EER in individual cases if strict adherence to these regulations would result in inequitable circumstances for the student.
2. The Board of Examiners will take the personal circumstances as per Article 8.1.1, of this EMCL-EER into account when deciding.

10.8. Force Majeure

If unforeseen and exceptional circumstances, occurred beyond the student's and/or UM's control and which are solely a result of force majeure; such as situations of crisis or war, humanitarian problems, geopolitical factors/tensions, the outbreak and control of contagious diseases (such as epidemics/pandemics), etc., hinder students from being able to fulfill (the) exam and/or other requirements stated in this EMCL-EER, the Board of Examiners, the Faculty Board and/or the UM Executive Board may deviate from the EMCL-EER and may decide to prescribe and/or provide (an) appropriate alternative(s).

10.9. Unsuitability (Iudicium Abeundi)

1. In exceptional cases and after careful consideration of the interests involved, the Board of Examiners may, stating reasons, ask the Dean of the SBE to request that the Executive Board of the UM terminates or refuses the enrolment of a student in a programme if the student, through their behaviour or opinions ventured, has demonstrated their unsuitability to practice one or more professions for which they are/will be trained by the programme they follow, or is unsuitable for the practical preparation for the (practice of the) profession. Examples of aforementioned inappropriate behaviour can be found in the SBE Code of Conduct, to be consulted via MySBE Intranet.
2. If the Dean of the SBE is asked by the Executive Board of the UM for a recommendation on a proposed termination or refusal of registration based on the reasons stated in section 1, the Dean will in turn ask for a recommendation from the Board of Examiners. The recommendation to the Dean will be supported by reasons.

APPENDICES

Appendix 1 Language requirement with non-Dutch diplomas

for English-language (selective) post-initial master's programmes

- a. Persons holding one of the following diplomas are exempted from the language proficiency tests (English) referred to in Article 2.1:
 - a diploma issued in a country in which English is the official language of communication and instruction.

Appendix 2 Language of Instruction

In the Master's study programmes, the language of instruction is English or another language.

The appropriateness of English or another language as language of instruction is determined by the international orientation of the programme in terms of its academic field of study and/or the fact that it prepares students for a specific field of activity or professional career in an international setting.

Master's study programmes

The choice for the language of instruction of the programme is in line with the UM Code of Conduct on language in accordance with the Dutch Higher Education and Research Act (WHW) art. 7.2.

Because of the specific educational nature and profile of the programmes, teaching and examinations are conducted in English. This guarantees the quality of education, because:

1. The content of the programme has an international orientation and focus.

Besides the learning goals

(1) "Knowledge and insight" (Our graduates are able to develop insights based on academic knowledge in a self-directed manner) and

(2) "Academic Attitude" (Our graduates are able to demonstrate an academic attitude), the following two learning goals, which explicitly imply an international focus, apply explicitly to the programme:

(3) "Global Citizenship" (Our graduates are able to actively engage in the global community in a globally responsible manner) and

(4) "Interpersonal Competences" (Our graduates are able to demonstrate excellent interpersonal competences in an international professional setting).

These four learning goals are characteristic for all SBE Master's study programmes. They are translated into programme specific programme objectives, which are offered and measured in obligatory as well as elective courses of the programme.

In line with the goals and content of the programme, all course material is based on international research and literature, which is in English.

2. The academic community is internationally oriented and the staff is international:

Aligned with the learning goals and objectives an international classroom setting is a core element of the educational concept of the programme, where English is the common international language.

In order to make the concept work optimally, an internationally diverse student population as well as an internationally diverse group of teachers/staff, which are able to communicate in a common language (English), is indispensable.

3. The labour market demand is internationally oriented (English speaking) alumni. The graduates of the programme are well prepared to work in and with internationally oriented companies, such as the “big 4” consultancy companies, multinationals, banks, but also medium small enterprises, and national or international public institutions, in majority operating on international settings and in international markets.

4. The student intake and current population is internationally diverse and English is the common language.

On average (all programmes) Master’s study programmes have an intake of 40% Dutch and 60% non-Dutch students.

Appendix 2 Table of Courses

	The Executive Master's in Cultural Leadership Curriculum	Contact hours	Self-study hours	ECTS credits
Module 1	<i>Critical Perspectives in Arts and Culture</i>	40	100	5
CLDT	<i>Cultural Leadership Special Subject: Institutional Change and the Evolution of the Museums and Exhibition Spaces</i>	8	20	1
Module 2	<i>Art Business and Cultural Management</i>	40	100	5
CLDT	<i>Cultural Leadership Special Subject: Business Leadership and the Creation of Value Project</i>	8	20	1
Module 3	<i>Collecting and Collections Management</i>	32	80	4
CLDT	<i>Cultural Leadership Special Subject: Creating Sustainable Collections</i>	8	20	1
Module 4	<i>Art and Law</i>	40	100	5
CLDT	<i>Cultural Leadership Special Subject: Legal Frameworks for Protecting Cultural Heritage</i>	8	20	1
Module 5	<i>Personal Leadership</i>	16	40	2
CLDT	<i>Leadership Special Subject: - Introduction: Foundations of Leadership</i>	8	20	1
Module 6	<i>Technology and Innovation</i>	32	80	4
CLDT	<i>Cultural Leadership Special Subject: Technological Change and its Applications</i>	8	20	1
Module 7	<i>Research Methods</i>	40	100	5
CLDT	<i>Cultural Leadership Special Subject: Research for Leaders</i>	8	20	1
Module 8	<i>Exhibitions and Events</i>	32	80	4
CLDT	<i>Cultural Leadership Special Subject: Great Exhibitions and Key Curators</i>	8	20	1
Module 9	<i>Study Trips</i>	40	56	2
Module 10	<i>Academic Thesis or Professional Project</i>	24	384	16
	<i>Total</i>	400	1280	60

